

Like many other career acquisition professionals, I read *Program Manager* to keep abreast of new trends and acquisition concepts. As a member of the Army Materiel Command (AMC) Working Group for Integrated Product and Process Management (IPPM), I read with great interest the article in *PM* magazine's July-August 1997 issue titled, "21st Century 'Own the Night' Warfighter Requirements." Our working group is very interested in the multiple uses of Integrated Product Teams (IPT) throughout DoD, and especially within Department of the Army. I am troubled by some trends that I'd like to share with your readers. One is the apparent overuse of Integrated Product and Process Development (IPPD) terminology.

Many committees, working groups, and process action teams are inappropriately labeled IPTs. An IPT is a multifunctional or multidisciplined group pulled together to collectively determine how to execute a program. In the case of a product development, this group or team should include representatives from all organizations, from the developmental contractor to the user, that may have a stake in the program's life cycle. Our AMC Working Group, for example, has representatives from many organizations, but it isn't multidisciplined, so we do not consider ourselves to be an IPT.

The article discusses Overarching IPTs (OIPT) and Working Level IPTs (WIPT) formed by a PM Office. OIPTs and their WIPTs, as defined by DoD 5000.2R and reiterated in Army Regulation (AR) 70-1, should be oversight bodies that provide

direction to and evaluation of PM program readiness for milestone transitions. Also, these bodies are not formed by PMs, contrary to what is written in the article. The group of managers identified in the article would have more appropriately been labeled a management team than an IPT.

This brings me to my last issue. DoD wisely mandated OIPTs for ACAT I and II programs because they work, i.e., reduce multiple review layers inherent to these programs. Department of the Army, via AR 70-1, recently mandated their use for ACAT IIIs and IVs. This has the potential of adding a layer or two of bureaucracy prior to each milestone review. As an example, consider that the membership on milestone decision reviews for many ACAT III programs is often a subset of the total membership on the PM's IPT(s). For such programs, it would seem more prudent for the Milestone Decision Authority (MDA) not to establish an OIPT.

IPPD has been highly beneficial to DoD. Its application must be tailored appropriately to fit the size and complexity of each individual program. This flexibility should include being able to empower a single IPT to execute a PM's development and advise the MDA prior to milestone reviews throughout the program's life cycle.

—Bruce Buckland

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I just reviewed the current issue [May-June 1997] of *Program Manager* and found it outstanding! You have added a lot of human interest items as well as the normal substantive articles. Congratulations on a very interesting, graphically attractive publication. I know how difficult changes like this are to bring about. Best Regards.

—Ret. Army Lt. Gen. Lawrence “Larry” Skibbie
Arlington, Va.



Editor’s Note: Skibbie is President of the American Defense Preparedness Association/National Security Industrial Association

(ADPA/NSIA), which publishes *National DEFENSE*, ADPA’s business and technology journal.

I have just read, cover-to-cover, the May-June 1997 issue of your fine publication. I’ve been starved for acquisition news like this for a few years now as my subscription somehow got lost as I was reassigned. This was the first issue I’ve read in two years, and must have resulted from my request at the DSMC Internet Home Page. Currently, I am completing a three-year assignment in the Japan Air Self Defense Force (JASDF) as an exchange officer. In my previous life, I was an Air Force Acquisition Officer and a 1992 grad-

uate of the Program Managers Course. For the last few years, I’ve been “on loan” to JASDF’s flight test organization.

My most popular lesson attempts to describe the DoD acquisition process. This has been an interesting challenge as the process constantly changes and mutates along with reform initiatives. To stay current, I’ve used my stock of DSMC publications, the Internet, and the Defense Acquisition Deskbook. I wish I had received the *Program Manager* magazine regularly dur-

ing the last few years, but that is “runway behind the aircraft.”

I want to echo a point that Dr. Paul Kaminski made in the Q&A session article on p. 21. He noticed a great interest among his counterparts, both in Europe and Japan, on reform issues – especially with regard to MilSpecs. I answer questions from all levels of the Japan Self Defense Force acquisition structure on these issues nearly every day, and completely understand his point – my hosts are very interested in what we are doing and why we are doing it. It is simple to tell them what the changes are, but I think it is important to know who is asking the question and why. The United States should understand something about the foreign acquisition system too. Cultural, diplomatic, and business practices’ differences are important to know as we explain our changes.

After being part of the Japan acquisition system, it is easy for me to understand why my hosts are concerned if the U.S. Government moves away from MilSpecs. Basically, Japan accepts and uses U.S. Government MilSpecs, not just in programs teamed with the U.S. industry, as in the question posted to Dr. Kaminski; the

Japanese use U.S. MilSpecs for their own domestic programs. Nearly all Japan Government tests focus around verifying the product meets the specification. If there is no longer a MilSpec – the government process is at a loss as to what to test since they don’t control the contractor developmental specifications.

I was a bit surprised that the magazine does not have a “Letters to the Editor” section. Either there aren’t very many letters because readers are too busy, or no one has a comment regarding the content. The former is understandable, but the latter is not likely. I hope my letter changes this trend.

Keep up the fine publication, and hope I don’t miss any more issues.

— **Air Force Maj. Samuel G. Carbaugh**
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Editor’s Note: We regularly publish our letters to the editor under the folio “From Our Readers.” For the May-June 1997 issue of *Program Manager*, however, there were none.